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NATIONAL PROJECT PRIDE REPORT JUNE 1986

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BUREAU OF LAND MANAGEMENT
WASHINGTON, D.C. 20240

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Memorandum

To: Director and BMT

From: Project Pride Coordinator

Subject: Project Pride National Task Force Report

The initial phase of Project Pride is now complete. The enclosed Report contains the Findings, Recommendations, and Action Plans developed by the National Task Force. The Steering Committee has reviewed the work of the Task Force and has provided input throughout the initiative. Recommendations for Findings one, two, three, and four were approved at the April 1986 BMT meeting in Reno. The Recommendations for the remaining Findings will be presented at future BMT meetings.

Each of your National Task Force representatives are receiving a copy of this Report. The Steering Committee encourages you to circulate copies to your employees for their information and feedback. Comments on the Report will be addressed at the next BMT meeting.

Input into Project Pride was generated by our employees at all levels. They expressed a high level of commitment in responding to the call for constructive input. Your approval of the Recommendations and Action Plans will help Project Pride reach its goal of achieving a positive perception of BLM by the public and our employees.

Larry L. Kidd

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NATIONAL
PROJECT PRIDE
REPORT

June 1986

RESULTS OF NATIONAL TASK FORCE
ON PUBLIC AND EMPLOYEE PERCEPTION
ENHANCEMENT OF BLM

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CHAPTER I - INTRODUCTION

OVERVIEW

At the suggestion of State Directors and with the support of the Director, a Bureau-wide effort known as Project Pride was initiated November 20, 1985. The goal of the Project was to determine how to achieve a positive perception of the Bureau of Land Management (BLM) by the public and our employees. A Steering Committee, comprised of three State Directors and two Washington Office (WO) representatives, provided advice and guidance throughout the Project Pride initiative. Each State Director, the Service Center Director, BIFC-Director, and each WO Assistant Director was asked to solicit, from BLM employees under their jurisdiction and outside sources, any problems and issues needing to be resolved to help reach the goal.

Recommended solutions to those problems and issues, plus general action plans to implement the solutions were also requested. A representative from each State, Service Center, BIFC, and the Washington Office met as a National Task Force during the week of January 27, 1986. The purpose was to consolidate and refine problems and issues, solutions, and action plans needing Nationwide attention. No restrictive parameters were placed on the effort to prevent or stifle creativity or imagination. The National Task Force identified 40 Findings and developed Recommendations and Action Plans for each Finding under three categories; Management and Politics, Personnel and Work Environment, and Communications and Image. Additional refining and clarification was done by seven members of the first Task Force April 22 - 25, 1986. Through this process, 31 Findings with Recommendations have been developed for presentation to the Bureau Management Team (BMT).

Findings One through Four were approved by the BMT at their meeting in Reno, Nevada during April 1986. The remainder will be presented to the BMT for approval at subsequent BMT meetings.

PROJECT PRIDE DESCRIPTION

The meetings of the National Task Force were the result of a BLM initiative called Project Pride. Project Pride is not a one time thrust, but a continuous, ongoing process which will be incorporated into everyday management to make BLM a better place to work.

GOAL

The goal of Project Pride is to achieve a positive perception of the BLM by the public and our employees.

INTENT

The intent of Project Pride is to develop and implement solutions to achieve the goal, in a positive and constructive atmosphere. Project Pride is not an effort to point fingers or attack anyone.

SCOPE

The scope of Project Pride centers around the institutionalization of BLM organizational values and the way we perceive ourselves. In order to accomplish this task, two things needed to be understood from the beginning. First, top executive level acceptance and support of Project Pride had to be obtained.

As a result, a Steering Committee was established to provide guidance and advice during the Project. Membership consists of three State Directors and two Washington Office representatives:

Dean Bibles	-	Arizona State Director
Bill Luscher	-	New Mexico State Director
Delmar Vail	-	Idaho State Director
Elizabeth Morris	-	Director, Office of External Affairs
John Moeller	-	Chief, Division of Management Research

Secondly, support also had to be secured throughout the organization. Direct involvement and a sense of ownership from field level employees is essential. Consequently, input to Project Pride was generated from the bottom-up in the BLM organization.

To accomplish the objectives and reach the goal of achieving a positive perception of BLM by the public and our employees, certain problems and issues had to be resolved. Both internal and external problems and issues, thought to hinder accomplishment of the objectives, had to be addressed. No constraints were developed, all issues were left open for consideration.

OBJECTIVES

The Steering Committee identified eight objectives for accomplishment to help reach the goal:

1. Improve perception of BLM employees about themselves.

2. Improve BLM support for adherence to professional standards and principles.

3. Develop an internal and external awareness and appreciation of Public Lands and its varied and valuable resources.

4. Identify and develop an internal and external understanding of BLM and its mission.

OBJECTIVES (Continued)

5. Continue to improve BLM service to the public.

6. Encourage a Public Lands ethic.

7. Demonstrate to the public our professional Public Lands management capabilities.

8. Gain recognition of our Agency's ability to accomplish land management objectives with the best interest of the American public in mind.

APPROACH

A guide was developed to outline the steps to be followed, i.e., who was responsible for which phase of implementation, establishing objectives and goals of project, scheduling meetings and project completion dates (Appendix I). The approach was designed to involve as many employees as were willing to participate. Each State Office, the Denver Service Center (DSC), the Boise Interagency Fire Center (BIFC) and the Washington Office (WO) were asked to organize teams to solicit information from employees through whatever mechanism they wished to use. These teams were given two months to gather their input from employees. A synopsis on how each State Office, DSC, BIFC and the WO gathered their information is found in Appendix II. Following these steps, a representative from each State Office team, DSC, BIFC, and the WO teams met as a group (Appendix III). Each representative brought the problems and issues, solutions, and action plans they collected to a National Task Force meeting during the week of January 27, 1986, in Denver.

These issues and problems represented nearly 1000 concerns raised throughout BLM and were grouped in 37 categories, see Appendix IV. These 37 categories were consolidated and refined into three: Communication and Image, Management and Politics, and Personnel and Work Environment. The National Task Force divided into three teams to consolidate and refine issues and problems, (Appendix V.). Solutions were brought forward and action plans discussed, to address the problems and issues. As a result, Findings, Recommendations, and Action Plans were developed.

Findings

The Findings are a consolidation of similar issues, problems, or concerns raised by BLM employees. They are expressed in a manner which tries to accentuate the positive rather than the negative.

APPROACH (Continued)

Recommendations

Each Recommendation produced by the National Task Force was given a priority and cost estimate associated with full implementation of the Action Plan to assist the BMT in decisionmaking. The priority and cost implementation codes are from the following:

Priority		Implementation Cost	
A =	Immediately	1 =	No money expended
B =	By end of FY 1988	2 =	Less than $25,000.00
C =	By end of FY 1990	3 =	More than $25,000.00

(A Recommendation with an A-1 rating is easily recognized as being a Recommendation that should be initiated immediately and has no cost associated with it.)

Each Recommendation is also accompanied by the objective(s) being addressed. The objectives are indicated by a number which corresponds with the numbers given earlier in this Chapter. This provides continuity and relationships between the Recommendations proposed and the objectives being met.

Action Plans

The Action Plans include two sections entitled Measurements for Success and Expected Results which estimate at what point the objective has been fully achieved.

A tracking column is not provided in the general Action Plan format. It was recognized that each office responsible for the completion of a work step within the Action Plan will be held accountable for completing assigned tasks. Therefore specific action plans should be developed and placed in existing tracking systems, eg. MBO, PIPR, and AWP, by each office to ensure objectives are achieved. The Project Pride Coordinator will be reporting progress periodically to the Deputy Director and Steering Committee.

CHAPTER II - HISTORY

The Bureau of Land Management is a relatively young organization when compared to other natural resource and land managing agencies. Yet, its roots go back over 200 years to the establishment of the Public Land Survey System, the appointment of the first Surveyor General and the establishment of the General Land Office over 175 years ago. The General Land Office, the Grazing Service, and the O&C Administration were combined 40 years ago to form the BLM. The combination of the Grazing Service and the General Land Office gave BLM three basic goals; managing livestock grazing on the Public Lands, managing Western Oregon Timber lands, and transferring the Public Lands into private ownership through whatever means available by law. These goals were ingrained philosophies within the ranks of BLM for many years. Over the years, however, the feeling in Congress and BLM began to change from disposal toward land retention and resource management for public use. The passage of the Federal Land Policy and Management Act of 1976 (FLPMA), made the new philosophy law. To further change BLM's identity three years ago, the on-shore portion of the Minerals Management Service (MMS) was merged with BLM. This increased BLM's minerals program to include complete subsurface management responsibilities. This added a new thrust to management philosophies and goals, thus causing a significant change if not creation of a new agency.

During the past 10 years of change, BLM has been grappling with a new role and identity under FLPMA and assimilating a new workload brought by Onshore MMS, and dealing with a growing change in public perception of what values are to be found on the Public Lands and how they are to be used in a multiple-use manner. The process has not been smooth and there have been many mistakes. As a consequence, the perception of the agency by the public and BLM employees has suffered. The extent to which the image of BLM has been impacted was revealed during public hearings and public comments collected regarding the proposed BLM/Forest Service Interchange. In some cases, the BLM was described as second class, unprofessional, and an incapable resource managing agency as compared to the Forest Service. In others, the BLM was recognized as a "can do," efficient organization that readily outproduced the Forest Service and other natural resource agencies at every turn.

The Bureau Management Team (BMT) discussed this problem and other issues related to the public perception of the BLM at the BMT meeting held during July 1985 in Salt Lake City. Following that meeting, the Associate Director asked to have a guide prepared for a BLM initiative seeking ways of further enhancing BLM employees' confidence in themselves and respect from others in our ability to perform a multiple-use Mission. The initiative was titled "Project Pride" and tied directly to the new program thrusts identified in a July 1985 publication of "Management Issues of the Future" Task Force report. In addition, Interior Secretary Hodel had recently launched the Take Pride in America awareness campaign. This initiative is designed to stimulate among all Americans a greater sense of pride and ownership of their Public Lands and increase awareness of the importance of good stewardship.

Project Pride ties closely to the Secretary's initiative, because raising the level of appreciation for the Public Lands and resources would enhance citizen understanding of the inherent difficulties of BLM's multiple-use Mission and image.

The BMT was briefed on Project Pride during their meeting held the week of November 18, 1985. On November 20, 1985, the Associate Director signed Instruction Memorandum No. 86-97, which approved the Project and gave the State Directors, Service Center Director, BIFC-Director, and Washington Office Assistant Directors the signal to proceed.

CHAPTER III - FINDINGS AND RECOMMENDATIONS

This Chapter presents Findings, Recommendations, and Action Plans developed by the Task Force and are numbered from 1 to 31. The sequence of these Findings is not meant to suggest that any one has a priority over the other. Findings 1 - 4 were approved by the BMT in April 1986 and are currently being implemented. The remaining 27 Findings will be presented for approval at BMT meetings in the near future.

FINDING NO. 1 - There Is Not A Current, BLM, Recognized, And Accepted Mission Statement. (Approved)

The subject of no BLM Mission Statement was identified by the Project Pride Steering Committee as an issue needing to be resolved. It was apparent that employees did not know what the BLM Mission is. Since the passage of FLPMA, BLM has relied upon the "definitions and purpose" sections for defining the Mission. While this landmark organic act does provide the bedrock of BLM's reason for being, it is not an easily understood Mission Statement. Several attempts at defining the Mission have been tried in the past, but a statement has never been formally accepted. The Steering Committee suggested that a clearly defined Mission Statement would help employees feel a sense of belonging to a cohesive organization rather than an organization searching for an identity. By having a clear Mission Statement, employees could easily explain to the public what the BLM does, and thus help enhance a perception of competency and professionalism.

RECOMMENDATION 1 - Adopt the following as the BLM Mission Statement:

> "The Bureau of Land Management is responsible for the balanced management of the Public Lands and resources and their various values so that they are considered in a combination that will best serve the needs of the American people. Management is based upon the principles of multiple-use and sustained yield; a combination of uses that takes into account the long term needs of future generations for renewable and non-renewable resources. These resources include recreation, range, timber, minerals, watershed, fish and wildlife, wilderness and natural, scenic, scientific and cultural values."

The first sentence in the Mission Statement is easily understood and could be readily repeated by BLM employees. The statement provides a clear and concise picture of the management philosophy and long range goals for the Federal Public Lands.

Objective(s) being addressed: All Priority and Cost: A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 1:			
Place Mission Statement in BLM Manual Section 1211.	WO-Mgmt.Res.	Upon Director Approval	July 1986
Prepare BLM Manual Section 1211 Supplements for Field distribution.	WO-Directives	Upon Director Approval	August 1986
Place Mission Statement in Inside Track and All Employees Info. Bulletin.	WO-Pub.Affairs	Upon Director Approval	June 1986
Incorporate Mission Statement in all public and internal information presentations.	All Supervisors and Staff	Upon receipt of all employees info. bulletin.	Continues forever

Measurements For Success:

Success has been achieved when BLM employees know the first sentence in the Mission Statement. A target timeframe is to have, within a year of the approval, all new employees learning the Mission Statement as part of their orientation.

Expected Results:

All employees will know and be able to explain the first sentence of the Mission Statement. All supervisors will be able to elaborate on the remaining part of the Mission Statement.

FINDING NO. 2 - The BLM Does Not Have A Slogan. (Approved)

The BLM does not have a motto or slogan to rally behind and would benefit by having one. This would increase public awareness of BLM. Other agencies have slogans which work very well for them, e.g., Forest Service "Give a Hoot, Don't Pollute" "Only You Can Prevent Forest Fires, etc."

RECOMMENDATION 2 - Adopt the slogan "Public Lands USA - Use, Share, Appreciate."

Public Lands USA, (Use, Share, Appreciate), is easily understood and promotes the concept of multiple-use and Public Lands stewadship.

Objective(s) being addressed: 1, 4, 6 Priority and Cost: A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 2:			
Notify all BLM employees of new slogan through Inside Track and All Employees Information Bulletin.	WO-Pub.Affairs	Upon Director Approval	May 1986
Development of BLM-wide art contest to create graphics for selection by BMT	WO-Pub.Affairs	Upon Director Approval	Aug. 1, 1986

Measurements for Success:

The slogan "Public Lands USA - Use, Share, Appreciate" is adopted and used.

Expected Results:

BLM employees will have an easily identifiable slogan to promote the concept of multiple-use and Public Lands stewardship.

FINDING NO. 3 - BLM Employees Are "Invisible" At Many Public Events Where Our Assistance Is Needed Or Where We Can Be Visible In A Positive Manner. (Approved.)

The public needs to be able to identify our people in certain settings.* There are occasions when uniforms can reflect great credit on BLM and the employee. There is strong polarization in both employee and management support and opinion on uniforms. However, the preponderance of feeling is for BLM to have uniforms.

RECOMMENDATION 3.1 - Establish and initiate a policy on uniforms for BLM.

Current policies and direction concerning uniforms are incomplete and out of date. A new Manual should be written to give managers wide latitude in uniforming to fit local situations and events. The Manual should also reflect the expected appearance of employees not in uniform. In addition, strong visible managerial support from the top needs to be given to uniforming. Strong Directorate support should be given, through the example of wearing uniform items at presentations and meetings to demonstrate their support.

Safety considerations need to be addressed, in outfitting uniforms as follows.

- Modern equipment should be used to fit each situation of employees.
- Hard hats, boots are a necessity in some situations.
- Special gear-coveralls, extreme winter clothing, hot desert clothing are also appropriate in many cases.

RECOMMENDATION 3.2 - Issue an Instruction Memo to the field discussing the BLM's overall uniform policy. The memo should include such items as a phase-in process.

Discussions at BMT and SMT meetings will help managers understand employee concerns about use of uniforms, and how to determine when uniforming can best be used to increase public awareness of BLM and the Mission.

While uniforming can be important to the public and to employee pride, enforced use of uniforming can work to the detriment of BLM's Mission. Sensitivity to these issues must be encouraged.

Objective(s) being addressed: 1, 5, 7, 8 Priority and Cost: A-3

*(Note: not necessary for all employees or for all occasions).

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 3.1:			
Implement decision but include the Service Center & BIFC in manual and give uniform program lead to WO AD Support Services.	BMT	4/10/86	Ongoing
Finalize manual section.	AD-Support Services	4/22/86	7/30/86
Place in Adm. section and issue revised manual section.	AD-Support Services	8/1/86	10/1/86
Recommendation 3.2:			
Issue uniform policy statement memo.	Director	10 Days after approval at BMT meeting	60 days later

Measurements For Success:

Employee and public reactions and comments, and visibility at appropriate events will demonstrate the success.

Expected Results:

Agency visibility, greater professional pride, and improved feelings while working for the BLM.

FINDING NO. 4 - There is No BLM Internal Employee Newsletter. (Approved)

Our communications are not meeting internal needs of BLM employees. There are no BLM employee newsletters about ourselves which help bind people together. BLM employee-oriented newsletters help build morale, identity, and pride and allow for showcasing.

RECOMMENDATION 4 - Establish a BLM, monthly, bi-monthly or quarterly publication for BLM employees about BLM employees.

BLM employees feel there is no longer a BLM "family identity" and that reinstating the "BLM Personnel Highlights" will help to improve overall agency cohesiveness by reporting on promotions, transfers, awards, retirements, and showcase accomplishments. This would improve employee morale, strengthen agency identity and stimulate cross-pollination of creative ideas.

Objective(s) being addressed: 1, 4 Priority and Cost: A-3

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 4:			
Establish where the newsletter can be produced for the least cost and the type of publication it will be, (i.e. supplemental insert to State newsletters or solitary publication, semi annual or quarterly, etc.).	Steering Committee	Upon Director Approval	June 1986
Gather and submit articles and pictures on successful BLM projects and people. Include promotions, transfers, awards and retirement, with emphasis on successful BLM progress emphasis on successful BLM and people involved in them.	WO, SO DO, DSC BIFC, Public Affairs and SO personnel	Upon Director Approval	July 1986

1. Regular publication with input from a broad spectrum of BLM Districts and Resource Area offices.

2. Emphasize "can do" and people success type stories, indicating strong support for the program.

Measurements For Success:

Initiation of a BLM publication about ourselves.

Expected Results:

Improved cohesiveness among widely scattered offices and Districts as well as leading to an increase in efficiency through the cross-pollination of ideas.

FINDING NO. 5 - Feedback On The Results Of Project Pride Initiatives Will Improve the Effectiveness Of The Project.

Some employees believe Project Pride is "just another one-shot boondoggle." Each representative on the BLM National Task Force felt like positive feedback to all employees was very important. There must be continuity in the project to ensure proper follow-up and demonstrate BLM commitment.

RECOMMENDATION 5.1 - Designate a long term (minimum two years) Washington Office Project Pride Coordinator.

A long term Coordinator is needed to oversee preparation of the Findings for BMT review, ensure that the Action Plans are being implemented and to identify needed modifications, changes, or additions.

RECOMMENDATION 5.2 - Initiate follow-up actions listed below:

1. Director uses video presentation and other media to discuss results of Project Pride for all employees.

2. Each State that implements its own action plan, should distribute copies of it to all other State Offices and Project Pride Coordinators.

3. Project Coordinator provides feedback on recommendations from Project Pride as they are addressed by BMT.

4. Maintain the current Project Pride structure to provide follow up and identification of future issues.

Objective(s) being addressed: 1, 2, 4 Priority and Cost: A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 5.1:			
Appoint Coordinator.	Director	Upon Director Approval	30 days later
Recommendation 5.2:			
Complete steps 1-4.	Appointed Project Coordinator	Upon Director Approval	Ongoing

Measurements For Success:

Feedback on Project Pride is reflected in internal publications. Employees are aware of continuation of the program.

Expected Results:

Employees will see that management is concerned with follow through on the project and is willing to have it continued.

FINDING NO. 6 - A Large Number Of Employees Would Like To See The BLM Adopt A Policy Approving Flexitime And/Or Compressed Work Schedules.

Many Project Pride responses included a desire to be able to more freely utilize alternative work schedules. There were two primary arguments in support of this proposal. First, employees who work in the field find that from time to time an assignment cannot be accomplished in the normal eight hour day. Presently, they must stop work and return to complete the job at another time or complete the work on their own time. Use of full flexitime authority would allow them to complete the job while at the site without having to do so on their own time. Second, they commented that allowing a wider range of work schedules would mean that personnel could be in the office over a wider range of time throughout the day. Through use of alternative schedules, it is conceivable to staff an office for 10 or more hours per day.

During review of Project Pride Findings those who were concerned about the effectivness of this concept pointed out that variations to the basic work week can already be established under provisions of Bureau Manual 1400-610. They commented that this manual section provides managers and supervisors with the means to accomplish all assignments through a variety of processes. When local needs and conditions dictate, the manual provides authority to use six different work schedule options. These include first forty, spot change to first eight, special schedules for educational purposes, ten on and four off, split shifts, and staggered hours. Since these schedules are well defined and do not change at the whim of the employee, they help to assure that employees are present for duty when needed by the public or another BLM office.

The Project Pride Task Force recognized that employees would like to recommend the adoption of a flexitime schedule. They also recognized, however, that such a recommendation would not be fully acceptable to the Bureau Management Team at this time.

RECOMMENDATION NO. 6 - Retain the current BLM policy concerning the use of work schedules. Provide a full explanation of these schedules and review their use to insure maximum job efficency and employee satisfaction.

Since the Bureau Management Team has discussed this issue many times and each time found that the current policy allows sufficent flexibility to meet field needs in accomplishing the Mission and providing for needed public service, the need for another review at this time is questionable. However, State Directors may wish to have their Mangement Teams review the use of currently authorized work schedules to determine if local efficencies could be achieved, and employee satisfaction improved, by broader use of the existing authority.

Objective(s) being addressed: 1, 2, 5 Priority and Cost: A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 6:			
Review of present authority and report to SMT.	Each State Mgmt. Team	Upon Director Approval	Following SMT Meetings

Measurements For Success:

Employees should be less concerned about the BLM changing to a formal flexitime schedule.

Expected Results:

Employees should express satisfaction with the arrangement and report increased work efficencies.

FINDING NO. 7 - Expanded Enforcement Authority Will Improve Resource Protection.

Resource specialists who encounter minor infractions (e.g., removing firewood without a permit) need a mechanism to immediately deal with the problem. Employees may need a clarification of BLM's commitment to fully utilize existing administrative procedures as well as enforcement tools to insure protection of the resources that we manage. The limited awareness, both internally and externally, of administrative and enforcement actions taken may have led to a perception by employees and the public that we are not fully enforcing laws and regulations.

RECOMMENDATION 7.1 - Confirm to all employees BLM's commitment to protecting resources by fully using existing administrative procedures and enforcement authorities.

RECOMMENDATION 7.2 - Identify resource specialists who can meet law enforcement criteria and cross-train them to allow citation authority for minor offenses.

RECOMMENDATION 7.3 - Change Departmental policy to allow multi-tiered classification of law enforcement authority.

RECOMMENDATION 7.4 - Increase employee involvement in resource protection by establishing an incident reporting system for use by rangers and special agents to enforce laws and regulations.

RECOMMENDATION 7.5 - Improve employee and public awareness of enforcement efforts by publicizing arrests and convictions for significant resource protection cases.

Objective(s) being addressed: 6, 7, 8 Priority and Cost: B-3

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendations 7.1.2:			
Issue IM stating commitment to enforcement and authorizing citation authority to qualified resource specialists.	WO-AD, Support Services	Upon Director Approval	Within 90 Days of Approval
Conduct assessment to identify specialists for cross-training.	SD's	Upon receipt of citation authority	On-going

Work Steps	Who Does It	Begin	Finish
Recommendation 7.3:			
Seek authority from Dept. for tiering of levels/ training of specialists for law enforcement activities.	WO-AD, Support Services	Upon Director Approval	Within 90 Days of Approval
Recommendation 7.4:			
Develop a field incident reporting system.	WO-AD, Support Services	Underway	9/30/86
Recommendations 7.5:			
Publicize arrests/convictions of significant cases in employee newsletters, and media releases.	State SAC's/ PAO's	Upon Director Approval	Ongoing

Measurements For Success:

Decline in number of violations of laws and regulations.

Expected Results:

Increased ability, effectiveness, and awareness of resource protection efforts.

FINDING NO. 8 - BLM Vehicles Contribute To The Identification And Image Of The Agency.

BLM vehicles do not always present a professional image or provide for agency recognition. Many vehicles have no BLM identification. In addition, a number of vehicles are not properly maintained.

RECOMMENDATION 8.1 - Establish a vehicle fleet that carries the BLM emblem in order to clearly identify the agency and present a professional image.

Objective(s) being addressed: 1, 5 Priority and Cost: A-2

RECOMMENDATION 8.2 - Maintain and enforce established cleaning and maintenance schedules for all vehicles.

Objective(s) being addressed: 1, 5 Priority and Cost: A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 8.1:			
Develop policy for standard visible display of BLM emblem on vehicle doors	WO-AD Support Services	Upon Director Approval	90 days after approval
Recommendation 8.2:			
Maintain and enforce established cleaning and maintenance schedules for all vehicles.	All Offices	Upon Director Approval	Ongoing

Measurements For Success:

Proper maintenance of all BLM vehicles and visible identification on vehicle doors.

Expected Results:

More positive public recognition of BLM.

FINDING NO. 9 - Public Affairs Outreach Programs Provide The Public And Employees With A Better Understanding of Its Programs.

Many BLM employees feel that the agency does not adequately advertise its successes or accomplishments, and does not have a Public Affairs/Outreach plan as a guideline for ongoing, informal contacts with the public.

RECOMMENDATION 9.1 - Circulate the new Public Affairs manual to all BLM offices upon its approval and include it on the agenda of Bureau-wide and State Management Team meetings.

RECOMMENDATION 9.2 - Stress the Public Affairs significance of the new Washington Office reorganization which includes the Office of External Affairs, (incorporating Public Affairs, Congressional Affairs and Legislation and Regulation).

RECOMMENDATION 9.3 - Capitalize on opportunities for public recognition and support in the many multiple-use activities on the Public Lands.

There are a number of such opportunities in the wilderness, recreation, wildlife and other resource programs throughout the BLM. Public Affairs activities that have been developed for such programs as wild horses can be adapted for other resource uses. Public awareness of developed recreational sites, historical sites, wild and scenic rivers, etc. can enhance the BLM's image.

RECOMMENDATION 9.4 - Review the Public Service Action Plan which the BLM completed in 1979 to determine any needed follow-up actions, or if any of these recommendations could be adapted for current BLM use.

RECOMMENDATION 9.5 - Develop a theme for Public Affairs/Outreach programs for each of the next three fiscal years that link directly to the BLM slogan - Public Lands USA - Use, Share, Appreciate.

Theme development will strengthen and focus the BLM's Public Affairs program in a proactive role. It will allow advance planning for displays, slide shows, etc. It will permit more focused management decisions regarding funding for Public Affairs programs. The Washington Office Public Affairs Officer will lead the major project development to avoid duplicative efforts by State Offices.

Objective(s) Being Addressed: 3,4,5,6,7,8 Priority and Cost: A-1

ACTION PLAN:

Work Steps	Who Does It	Begin	Finish
Recommendation No. 9.1, 9.2, 9.3, 9.4, 9.5			
Ensure that Public Affairs efforts involve as many employees as possible and are transmitted to employees throughout the BLM.	WO-Public Affairs	Upon Director Approval	Ongoing
Develop an outreach theme.	WO-Public Affairs	Upon Director Approval	Ongoing

Measurements For Success:

The public, the BLM Management and employees are more aware of the emphasis of BLM Management initiatives each year. Theme is featured in FY 87 news releases, feature stories, displays, and other outreach activities.

Expected Results:

Managers and employees will be able to tell the "story" of BLM in a focused manner, using the annual theme for emphasis. By knowing in advance of the coming theme, planning can occur in time to meet publication clearance times and deadlines. The public will perceived a more focused, unified approach by BLM on Public Lands management.

FINDING NO. 10 - Additional Nonmonetary Employee Recognition Will Increase Morale.

Due to the time and expense required to approve and present a formal monetary award, and the fact that such awards should be reserved for truely outstanding actions, only a limited number of employees can be recognized through that system. Most managers augment these formal awards with letters of commendation. While this is an effective tool, it is too limited in scope and not as effective as an overall program of nonmonetary recognition.

RECOMMENDATION 10 - The BLM should rework its general policy on nonmonetary awards to set broad parameters within which each state can develop a specific, written program.

The BLM-wide policy should address the types of awards authorized and establish a cost ceiling. Such items as letters of commendation, inexpensive momentos (e.g. lapel pins), and administrative leave should be considered. These programs should also address publicity for both formal and nonmonetary awards.

The BLM policy should allow States, BIFC, DSC, and the WO to establish nonmonetary award systems that will meet their individual needs and will, at the same time, be acceptable to the national leadership. These systems are needed to help expand employee recognition in a way that will not add an appreciable expense to the BLM budget. Aggressive use of these systems should also be stressed during BMT meetings. The recognition associated with awards is often as important to the employee as the award itself.

Objective(s) being addressed: 1 Priority and Cost: A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 10:			
Issue Instruction Memorandum on policy on nonmonetary awards.	AD-Mgmt. Services	Upon Director Approval	60 days After Approval
Update appropriate BLM Manual to reflect new policy.	AD-Support Services	Upon Issuance of Instr. Memo	60 days later

Measurements For Success:

Success will be determined if employees express appreciation of increased recognition during evaluations.

Expected Results:

A higher level of employee recognition without greatly increasing expenditures.

FINDING NO. 11 - Equitable Use Of The Awards System Increases Employee Morale.

There is widespread concern that monetary awards are becoming a reward primarily for participation on a highly visible short term project, and that those who do an outstanding job in their day-to-day work are not being recognized. It was also suggested that some average workers receive awards because of their relationship with their supervisor.

RECOMMENDATION 11 - Establish procedures to review nominations to:

- Make sure nominations meet awards criteria;
- See that the justification is sufficient;
- Insure PIPR ratings match justifications and to analyze where awards are given (by office, by speciality, and by type of qualifying work) and report their findings to those who approve awards.

The review of award nominations may be most appropriately handled during management team meetings. This would allow members of the team at all organizational levels to obtain a sense of how they compare to others in their Districts or States. In addition, this action would allow management to ensure that all awards are properly supported. It would also provide a system to evaluate the rate at which each supervisor gives awards, whether one type of specialist is recognized more than another, and whether those working on special projects receive a disproportionate share of awards. If management chooses, they can use this information to help display the equity that is expected to be found.

Objective(s) being addressed: 1 Priority and Cost: A-2

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 11:			
Establish review and analysis of award system.	SO, BIFC, DSC, WO-Personnel	Upon Director Approval	9/86
The analysis of award distribution reviewed.	State Mgmt. Teams	Upon Director Approval	9/86
Issue Inst. Memo. for any policy changes that result from review and analysis of award system.	SO, BIFC, DSC, WO, Personnel	11/86	12/86

Measurements For Success:

States, BIFC, DSC, and WO should have a report showing the distribution of award presentations and be in a position to show what the distribution is and to offer an explanation when employee complaints arise.

Expected Results:

Employees will feel better about use of the awards program.

FINDING NO. 12 - BLM Needs Inexpensive Handouts For The Public.

Trinkets such as trash bags, buttons, bumper stickers, rulers, etc. imprinted with the BLM symbol and/or slogan are valuable ways of providing a tangible momento of the Agency, which a member of the public can carry away. It is particularly effective with children and young people. Other appreciative groups are recreationists who can directly relate trash bags to a Public Lands ethic. Environmental education and an understanding of a Public Lands Ethic continues to need BLM emphasis. Handout materials with appeal targeted to elementary school age children, or to organizations such as Off-Roaders, or Boy Scouts/Girl Scouts, can "carry home" the BLM Mission Statement, logo and slogan, and thus the "spirit" of multiple-use management.

Handouts will accomplish much of the image impression needs of Project Pride. They are also items that employees have widely identified as an essential element of their public contact activities. It will place the BLM on a more even footing with other natural resource agencies that have similar programs.

RECOMMENDATION 12 - Develop and distribute a series of BLM-specific handouts which can be used by BLM offices.

Objective(s) being addressed: 4, 5, 6 Priority and Cost: A-2

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 12:			
Develop first line of handout momentos and backup printed materials; order and make available to field offices.	WO-Public Affairs	Upon Director Approval	120 days later
Review materials and develop second set of materials.	WO-Public Affairs	1/15/87	3/15/87

Measurements For Success:

Items are effectively used by BLM offices at fairs, front counters, etc., during FY 87.

Expected Results:

User publics and children will have a heightened awareness of the BLM, its Mission, and multiple-use management. This will also further the ideals of the "Take Pride in America" program begun by Secretary Hodel.

FINDING NO. 13 - The Performance Evaluation Process And The PIPR Are Valuable Management Tools When Used With Honesty And Integrity.

There is a strong perception among employees that the performance evaluation process is not being utilized effectively or correctly by many managers and supervisors. As a result, performance expectations are not known or understood by employees in this situation. In some cases PIPR's are not done on time and only a half hearted effort is devoted to their preparation.

There is concern that the PIPR is not a true measure of employee performance and that some employees receive better ratings than they deserve. Often employees perceive that supervisors over-rate an employee as a form of informal incentive award or to avoid a confrontational situation. Although the intent of a Level III rating is good solid performance and a job well done, it is viewed by most employees as barely adequate. Inflated ratings are cause for concern as performance evaluations are important factors when Reduction-In-Force (RIF) proceedings are implemented.

As a result of inflated ratings, informal or verbal "quotas" have been imposed to keep numbers of Level I and II ratings down. It is the feeling of employees that if performance evaluations were done objectively and honestly, the distribution of ratings would be more equitable.

RECOMMENDATION 13.1 - Reinforce and improve the performance evaluation process by emphasizing integrity in the system and educating managers and supervisors on its proper use. Increase emphasis on the importance of honest and objective ratings of employees. Quota systems should be avoided. Honesty and integrity should be the watch words of the system.

Perceptions among employees that unofficial quotas were imposed to hold down rating levels has resulted in lower morale and discontent with the system. PIPR training and performance ratings must be monitored to assure relative uniformity in ratings across the BLM. If future funding restraints lead to actual RIFs, performance ratings will become a very important factor under OPM's new guidelines. Integrity of the PIPR system and full understanding by employees becomes vital.

RECOMMENDATION 13.2 - Standardize PIPR elements where feasible.

Standard PIPR elements for some positions such as District and Area Managers, might lend themselves to a level of compatibility across the BLM. For example, computer programmers at each grade level, voucher examiners in major offices, and other positions with similarities may lend themselves to the development of uniform elements. Numerous efforts to achieve uniformity are ongoing and should be supported.

Objective(s) being addressed: 1,2,4 Priority and Cost: A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendations 13.1.2:			
Develop and implement a system that managers at all levels can use to evaluate if ratings are starting to inflate and if unacceptable disparity exists between organizational levels and units.	DSC-Personnel	2/87	9/87
Take yearly random samples of PIPRs from across the agency to compare and help identify weaknesses in the system or use of the system so that fixes can be devised before the overall system fails.	WO-Personnel	10/87	Ongoing
Review and update the PIPR Self Study Course (1400-STI). Develop or identify a training module or course utilizing an Instructor/Student relationship for performance evaluation designed for new managers/supervisors and for renewal of existing managers.	WO-Training	Upon Director Approval	90 days later

Measurements For Success:

Fewer complaints about the equity of the PIPR process. Employees will view the PIPR as an effective management tool.

Expected Results:

Higher morale throughout the organization in both supervisors and employees. More realistic rating system. Better understanding of roles and relationships throughout BLM.

A sharing of the wording for standards in PIPRs would occur resulting in greater uniformity than exists now.

FINDING NO. 14 - BLM Retirees Simply Fade Away.

There is no formal mechanism through which the BLM can maintain contact with its retiree force. As a result, both the BLM and the retiree lose. The retiree loses touch with an organization that may have given meaning and structure to much of his/her adult life. Individual contacts are often maintained, but there is, nonetheless, a sense of being cast adrift.

The BLM on the other hand, loses touch with its past and the experience and knowledge of "what happened when" to make today's situation what it is. The retirees can bring both perspective and volunteer assistance or low cost skills into various areas of BLM on a part-time basis. They can contribute to the buildup of BLM's historical records. An active retiree group would provide strong external support to BLM policies when and if called upon to do so.

Several states have begun organizing State-wide retiree groups. A report on their experience will assist other states in avoiding false starts and errors in initiating similar groups.

RECOMMENDATION 14 - Support the development of BLM retiree organizations.

Objective(s) being addressed: 1, 4 Priority and Cost: A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 14:			
Contact key retirees and organize units.	PAO's: SO's, DSC BIFC, WO	Upon Director Approval	90 Days later

Further work steps to be devised jointly with retirees.

Measurement For Success:

By the end of FY 86, each State Office, the Washington Office, Boise Interagency Fire Center, and Denver Service Center has contacted its local retiree groups and individuals and conducted a preliminary organizational meeting.

Expected Results:

BLM retirees become active in roles that both internally and externally support BLM programs and Mission. Retirees perceive themselves as still part of the BLM.

FINDING NO. 15 - BLM Would Benefit From An Advocacy Group Working To Promote Public Lands Awareness.

A foundation would provide private sector support of BLM by encouraging and managing donations. It would also facilitate communications and cooperation among interest groups. In addition, a foundation would provide avenues for them to contribute to land management, identification, public awareness and image building. A legislative proposal to create a Public Lands advocacy group is being developed in the WO Division of Recreation.

RECOMMENDATION 15 - Establish a National Public Lands Foundation. The Foundation would complement the "Take Pride in America" initiative and generate support for good Public Lands stewardship.

Objective(s) being addressed: 3, 4, 5, 6, 7, 8, Priority and Cost: A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 15:			
Submit legislative proposal for Departmental approval.	WO-AD External Affairs	Upon Director Approval	30 Days after Approval
Develop a legislative strategy for enactment.	WO-AD External Affairs	Upon introduction to Congress	Upon enactment by Congress
Establish Foundation.	BMT	Upon Enactment by Congress	Ongoing

Measurements For Success:

First meeting of National Public Land Foundation Board of Directors.

Expected Results:

Higher Public Lands awareness among public and better cooperation from user organizations.

FINDING NO. 16 - BLM Employees Are More Productive When They Have A Clear Understanding Of Their Roles.

Many employees do not understand how their job fits into the overall Mission and objectives of BLM and what their role is with respect to the larger organization. The Role Clarification Study (currently being conducted by the Washington Office) found this problem surfaced routinely in GME's over the past four years throughout the BLM.

The Role Clarification Study Team has found broad support for role definitions currently outlined in the 1200 series manuals, when they are understood. For the most part the three tiered field organization is functioning well.

RECOMMENDATION 16 - Educate employees about their roles.

Two major actions are needed to improve role definition. First, employees need to become more familiar with the role statements found in the manuals. Second, local managers need to become pro-active in getting their people together to discuss role relationships in their Districts and States. Personnel from WO Management Research should be available upon request to facilitate these sessions.

Objective(s) being addressed: 7, 8 Priority and Cost: A-2

AGTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 16:			
Prepare Role Clarification video tapes covering material on 1200 series manuals and require employees to view these.	WO-Training through WO-Mgmt. Res.	7/86	10/86
Periodically include role clarification exercises in employee meetings.	All Managers and Supervisors	10/86	Ongoing
Conduct employee presentations to co-workers on their own job responsibilities and organizational role.	Employees Selected by Supervisors	10/86	Ongoing

Measurement For Success:

Fewer questions about employee roles will surface in future GME's.

Expected Results:

Increased morale throughout the organization, higher quality and quantity products and better service to the public.

FINDING NO. 17 - Expanding The BLM's Managerial Training Program Will Improve The Leadership Core.

The Bureau of Land Management's existing and future supervisory and managerial pool comes primarily from the ranks of resource professionals. These supervisors and managers are selected mainly because of their observed and documented abilities which are superior in a particular resource program area. They have also exhibited some particular skills in the area of management and supervision.

A new supervisor is not required to take supervisory training prior to filling a supervisory position. That person, however, is required to take a 40 hour course in supervisory development during the first year in that position. In addition, all supervisors are required to have 8 hours of supervisory training each year. The yearly training has no set direction and is provided based on local or individual needs. It appears that most of the supervisory training programs do not deal with enough group and individual behavior to give supervisors enough information to develop needed skills.

Employees feel that many managers and supervisors are evaluated primarily on their meeting planned goals and insufficient emphasis is placed on interpersonal skills and communications. Further, not enough attention is given to improving the capabilities of managers and supervisors who have weak interpersonal and communications skills.

RECOMMENDATION 17.1 - Provide managers with continuing training opportunities to learn more advanced management techniques, including employee relations.

This would include outside training; establishment of a management training resource library in a central location for checkout books, videotapes and professional papers; and conducting BLM sponsored group sessions (such as Achieving Excellence and other outlets).

RECOMMENDATION 17.2 - Develop a session on employee relations efforts and problems and/or successes as a part of all WO, State, and District Management Team meetings as an ongoing program.

Utilize Organizational Development (OD) and personnel staff at all levels more effectively in assessing employee problems as well as managerial strengths, and weaknesses, in developing strategies for improvement.

RECOMMENDATION 17.3 - Implement the Careers Program (Whitlock Report) in its entirety and evaluate the career development implications of this course on individual participants.

This initiative is designed to create career paths for competent, trained employees with a commitment to a BLM career, whether managerial or technical.

RECOMMENDATION 17.4 - Emphasize the use of PIPRs to evaluate managerial skills and include GME findings in Careers Program for follow-up of strengths and weaknesses.

RECOMMENDATION 17.5 - Develop a cadre of BLM's recognized managers (current and retired) with strong employee relations skills and make them available for "cross pollination" sessions at other BLM offices, employee training sessions, BMT meetings, etc.

Objective(s) being addressed: 1, 2 & 3 Priority and Cost: A-2

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 17:			
Identify the managerial and supervisory training currently available.	WO-Training through HRDC	Upon Director Approval	FY 86
Evaluate available training and identify areas for improvement.	HRDC	Upon Director Approval	FY 86
Assign managerial training evaluation system development.	BMT	Upon Director Approval	FY 86

Measurements For Success:

1. Establishment of improved managerial and supervisory training program.

2. Establishment of ongoing training for potential managers.

Expected Results:

More appreciation and attention by managers to their employee relations role can be expected.

FINDING NO. 18 - A Full Appreciation Of The Rich Heritage Of BLM And Its Multiple-Use Mission Will Increase Employee Pride And Effectiveness.

Due to budget and travel restrictions, the national Cauldron program which was designed to give new employees an appreciation of BLM's history and Mission, has been eliminated. Lacking a national program, each State has been left to conduct its own program or just have local offices orient their own people.

RECOMMENDATION 18 - Continue work to fully implement the Orientation Program Outlined in the Careers Program (Whitlock Report).

The Whitlock Report has recommended a five tier program, the first two steps of which would more than adequately replace Cauldron. The first is orientation which is very basic and would take place within the first month of employment with BLM. The second phase, "Employee Excellence" is a one week, State level orientation designed for the employee six months to one year after joining the Agency. It includes information on the BLM history, cultural and multiple-use Mission. It also includes a video presentation much like the multi-media "Cauldron" show. The results of this phase will be very similar to Cauldrons'. Phase three of the training program is designed for the employee between year five and 10. It goes beyond the scope of the old program and is designed for employees who are going into management and supervisory positions. These phases are intended to build a depth of understanding about the BLM Mission and improve management capability.

Objective(s) being addressed: 1,3,8 Priority and Cost: B-2

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 18:			
Continue work to fully implement the orientation, Employee Excellence, and Journeyman programs outlined in the Career Programs (Whitlock Report).	HRDC	Presently Underway	Ongoing

Measurements For Success:

Employees at all levels show a greater understanding of BLM histories and program complexity.

Expected Results:

Employees at all levels will be better able to relate ongoing BLM activities to events leading up to the present.

FINDING NO. 19 - The Consistent Application Of Policies And Procedures Improves Public Perception Of BLM's Professionalism.

When policies and procedures are adopted or developed, they are often transmitted to the field with limited background, explanation or discussion of the interpretation and implementation within the BLM. This may result in a public perception of confusion and lack of coordination within BLM, when Public Lands users deal with two or more BLM offices and receive different interpretations of policy.

RECOMMENDATION 19.1 - Attach written background explanations and expected results with policy and procedure directives, and ensure access to the explanations by all affected field employees.

RECOMMENDATION 19.2 - Follow-up written explanation with contacts to State Office and other appropriate offices by those individuals involved in developing the directive on sensitive policies or procedures.

Objective(s) being addressed: 1,4,6,7,8 Priority and Cost: A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 19.1:			
Prepare comprehensive written explanation and attach to written policy or procedures sent out for implementation.	Originating Office	Upon Director Approval	Ongoing
Include this requirement in BLM Directives Manual.	WO-Directives	Upon Director Approval	Ongoing
Recommendation 19.2:			
Follow-up explanation with telephone confirmation or meetings on correct interpretation and implementation of policy or procedures.	Originating Office	Upon Director Approval	Ongoing

Measurements For Success:

Reduced complaints and negative comments from public.

Expected Results:

Common interpretation by employees of policies and programs to serve the public better and reduce confusion about Public Lands management.

FINDING NO. 20 - Employees Would Like More Information On The BLM's Directed Reassignment Actions.

Many BLM employees are concerned about the number of positions being filled by directed reassignment because they see these actions as reducing career opportunities.

RECOMMENDATION 20 - Prepare a video tape and/or other BLM information material for in-house distribution discussing budget implications for the agency, now and in the future.

Assigning employees to existing vacancies provides management with a tool to keep trained employees that may otherwise be displaced.

Objective(s) being addressed: 4 Priority and Cost: A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 20:			
Develop Video tape or other information material	PAO's (through Personnel) in: SD's, DSC D-BIFC, WO	Upon Director Approval	60 Days Later

Measurements For Success:

Most employees, upon query, understand the need to find jobs for employees upon displacement.

Expected Results:

Employees are fully aware of current budgetary implications.

FINDING NO. 21 - BLM Needs A Formal, Written History.

Although BLM is rooted in the oldest agencies of the U.S. Government, there is no formally developed written history of the organization. The fact that establishment of the Public Domain was a critical issue in the signing of the Constitution goes largely unnoticed by BLM employees, as does the agency's key role in the settlement of the West. One important consequence is the absence of the heroes and heroines of the Agency; those pioneers in the General Land Office, the Grazing Service, the O&C Administration, land and mineral programs and the cadastral sureyors, who laid the foundations on which the BLM of today is built.

Several programs can be instituted or encouraged to complement and/or assist the project. These include:

- o Develop an annotated bibliography of existing published material on Public Lands history, and disseminate to all field offices.

- o Complete and publish a history of the BLM.

- o Encourage interested employees to research and write articles on aspects of the history of BLM, land policies or other material and provide a vehicle for publication of the material.

- o Give immediate emphasis to oral/videotape interviews of retirees and senior employees. These can involve discussion of development of specific policies, implementation of programs or laws, or general career/biographical conversation. Broad guidelines on format, content and method should be supplied by W.O.

The history project can produce many Project Pride benefits. It could be used in conjunction with such things as a FLPMA conference or the celebration of the BLM's 40th birthday. It can also be used in employee orientations, placed in public libraries, and used in college classes. It can include oral history as well as a narrative research work. Project lead should be given to a "hard-charger" to assure project completion.

RECOMMENDATION 21 - Identify employees interested in historical writing or interviewing and assign them the project.

Objective(s) being addressed: 1, 4 Priority and Cost: B-2

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 21:			
Commission a history of the BLM.	WO-AD Mgmt. Services	Upon Director Approval	FY 87
Compile a bibliography of existing, published work.	WO-AD Mgmt. Services	Upon Director Approval	90 days Later
Instruct field offices to seek volunteers and employees for historical research and support their work.	WO-AD Mgmt. Services	Upon Director Approval	Ongoing
Develop and provide to field offices a guideline for oral history interviews.	WO-Public Affairs	Upon Director Approval	Ongoing

WO-Public Affairs should plan for subsequent action plans for publications, slide shows, video programs, brochures, etc. to disseminate the works.

Measurements For Success:

Success is achieved when there is an official written history of the BLM and bibliography and videotape programs are available on BLM's heritage.

Expected Results:

Employees would have a better understanding of the roots of BLM and be proud of the long, successful history of BLM and the relationship of the Public Domain to American history.

FINDING NO. 22 - Good Communication Enhances Employee And Public Understanding.

Communication throughout the organization is insufficient. Employees express frustration at not knowing what others are doing; why, and how their program fits into the organizational picture. In addition, there is a lack of public understanding of BLM program responsibilities.

RECOMMENDATION 22.1 - Develop a National "Video Magazine"

A video magazine presents on time, short-subject messages highlighting current events, issues, and projects. This will allow quick communication on subjects which are of interest to, or impact employees. It will provide the "big picture" for employees.

Recommendation 22.2 - Encourage States, BIFC, DSC and the Washington Office to develope audio-visual modules on objectives, functions, and projects of their programs, i.e., mini briefings. These modules could be used in presentations to BLM employees as well as with public groups.

Objective(s) being addressed: 1, 2, 3 Priority and Cost: A-2

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 22.1:			
Design and format a National Video Magazine.	WO-Public Affairs	Upon Director Approval	Within 90 days
Recommendation 22.2:			
Identify program areas needing modules.	SMT	First SMT meeting after approval	Ongoing

Measurements For Success:

Employees are better informed about the entire organization and its leadership.

Expected Results:

More knowledgeable employees and program modules available in every office.

FINDING NO. 23 - Creative Approaches To Training Can Improve BLM And Assist Employees.

The issue of training is a multi-faceted, controversial, and contradicting issue. In some cases, managers recognize that more employees need to be trained and that there are not enough "slots" available through the BLM catalogue. However, as funds become constrained, managers are often forced to severly limit training.

On the other hand, the selection for training is sometimes regarded as a reward. Or in lieu of an award, many employees feel management lacks commitment for continuing employee education. However, management and employees recognize they have a responsibility to find their own paths to career training.

RECOMMENDATION 23.1 - Provide employees with development programs which enchance careers and fulfill the BLM Mission in accordance with the Careers Program (Whitlock Report) as endoresed by the Bureau Management Team.

RECOMMENDATION 23.2 - Support and expand the utility of Learning Center concept throughout the BLM at any office level deemed appropriate by management. Support the BLM policy of "packaging" training so that it can be delivered in decentralized settings. Each person receiving training has the responsibility to "pass-along" the value added by their training opportunity.

Objective(s) being addressed: 1,2,4 Priority and Cost: A-2

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 23:			
Expand help in establishing, maintaining and marketing the Learning Center.	HRDC	FY 86	FY 87
Follow through assignments from BMT as shown on Director's memo of April 14, 1986.	HRDC	Ongoing BMT	Next

Measurements For Success:

Employees and supervisors can scan comprehensive catalogue and schedule a self-help training event within a reasonable timeframe.

Expected Results:

Employees will have a better feeling about availability of training and support for self development. Field offices will have material to support the program.

FINDING NO. 24 - Political Support For The Future Management Of Public Lands Is Vital To BLM's Stability.

The Federal Land Policy and Management Act of 1976 provided BLM with its first comprehensive mandate: that Public Lands be retained in Federal ownership and that these lands and its resources be managed for multiple-use. FLPMA, however, does not appear to be fully recognized by the Administration, Congress or the public as establishing a future for the Public Lands. This is evident as indicated by past efforts to sell the Public Lands through the asset management initiative and a lack of commitment on the part of the Administration and Congress to provide adequate funding and personnel to protect, improve or maintain these lands.

As long as BLM is pulled one way and pushed another, stability cannot be obtained to manage Public Lands around long-range goals and objectives. Without a commitment to reach long-range goals, BLM is spending a lot of time accomplishing little.

RECOMMENDATION 24 - Develop a Bureau-wide outreach system and run it with program personnel. Support and recognition of Public Lands values by the Administration, Congress, and interest groups must be established to ensure better service to the public and the wise use of public funds by:

- Evaluating opportunities to assign career BLM employees to work directly with key members of Congress and various congressional committee staffs dealing with natural resources and Public Lands.
- Continuing to encourage Assistant Directors to meet periodically on an informal basis with special interest groups headquartered in the Washington, D.C. area, for an exchange of information and an understanding of each others' Mission. This should also be done on a State basis.
- Inviting Departmental, Administration, Congressional and special interest group leaders to visit Public Lands to become more familiar with Public Lands issues.
- As appropriate, inviting elected officials to attend BMT meetings, conferences, and workshops.

Objective(s) being addressed: 1,3,4,7,8 Priority and Cost: A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 24:			
Design an Outreach Program.	WO-Public Affairs in concert with Renewable and Mineral AD's	Upon Director Approval	Within 90 days of Approval

Work Steps	Who Does It	Begin	Finish
Recommendation 24 (Continued)			
Manage a programmatic outreach program w/help of Pub.Affairs.	WO-AD's State Directors	Upon Finish of Program Design	Ongoing

Measurements For Success:

Increased support for BLM programs, multiple use management, and capability to meet legislative requirements.

Expected Results:

Recognition of outstanding management capability, stability of BLM programs, more effective and efficient use of Public Lands resources and a greater public understanding of BLM's management practices.

FINDING NO. 25 - Identification Of Public Lands Is Vital For Public Recognition.

Currently, it is difficult for the public to identify Public Lands. This is partially caused by the lack of signs on Public Lands. In addition, most Highway Department and Atlas maps do not designate Public Lands. Also, many Districts and Resource Areas don't have maps for public distribution. Maps produced and distributed by BLM use inconsistant map scales.

RECOMMENDATION 25.1 - Institute an aggressive signing program to include portal signs for large blocks of Public Lands, directional signs, project signs, interpretive displays, and safety signs.

A signing program should include a systematic approach to signing, maintenance requirements, funding, and vandelism issues. District and Area Offices should begin this FY to identify needed signs.

RECOMMENDATION 25.2 - Reinstitute the system of a few centrally located sign shops. Fund with WO level funds.

RECOMMENDATION 25.3 - Contact national map firms and state highway departments to provide information about Public Lands.

RECOMMENDATION 25.4 - Develop BLM standard for maps for distribution to the public.

RECOMMENDATION 25.5 - Cooperate with other agencies in developing a standard system of maps.

Objective(s) being addressed: 5, 6, 7, 8 Priority and Cost: A-3

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 25.1:			
Issue sign program policy memo.	AD-Support Services	Upon Director Approval	30 days After Approval
DO update sign plans.	DM's	Upon Director Approval	Ongoing
Recommendation 25.2:			
Establish new sign shops as needed to meet orders.	AD-Support Services	Upon Director Approval	FY 87

Work Steps	Who Does It	Begin	Finish
Recommendation 25.3:			
Contact national firms and Hwy. Depts. to add Public Lands to maps.	AD-Support Services SD's	Upon Director Approval	Ongoing
Contact other agencies to develop standard map system.	AD-Support Services	Upon Director Approval	Ongoing

Measurements For Success:

All District Managers receive signs and maps for their Districts and, in addition, map system standards are developed.

Expected Results:

Users are able to identify Public Lands on the ground and on maps.

FINDING NO. 26 - A Better Understanding Of The Role Of Political Employees Will Enhance Working Relationships.

Many BLM employees believe that the Agency is too "political", fearing that the practice of placing political appointees at the Washington Office level will move to the State Office level and be a negative influence on accomplishing the Mission of the BLM.

RECOMMENDATION 26.1 - Include in all orientation an explanation of the political nature of public service agencies and the value of political input as a reflection of the public's desires and priorities.

An explanation of how politics is a part of real life in Federal Agencies, including BLM, can be enhanced by communications between political appointees and career employees.

RECOMMENDATION 26.2 - Encourage political appointees in the BLM to take advantage of opportunities to understand Agency concerns and to explain to employees their role in BLM operations, how it differs from the role of the career employee, and how it contributes to achieving BLM objectives.

These types of communications will help strengthen working relationships between political and career employees.

Objectives being addressed: 1,3,4,8 Priority and Costs A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 26.1:			
Revise BLM orientation and training to include an element on the political workings within BLM.	HRDC	Upon Director Approval	Ongoing
Recommendation 26.3:			
Encourage all political appointees to be more active in explaining their role to employees.	Director	Upon Director Approval	Ongoing

Measurements For Success:

More awareness of the political process.

Expected Results:

Less frustration and misconception about BLM's political nature and a better understanding of the process of change brought by political action.

FINDING NO. 27 - Timely Appointments To BLM District Advisory Councils Reinforce Their Importance To BLM.

The authority for appointing District Advisory Council members rests with the Secretary of the Interior. The timing of the appointments has more often than not been a source of concern at the local level. District Managers, to whom the councils are created to advise, may not have the benefit of this advice when they need it, (i.e. during comment period of an RMP), because the council members have not yet been approved and/or appointed.

RECOMMENDATIONS 27.1 - Review the process for District Advisory Council nominations and establish earlier deadlines for State/District submissions to the Washington Office.

RECOMMENDATIONS 27.2 - Emphasize to the Secretary the importance of timely approvals when securing District Advisory Council members.

Objective(s) being addressed: 5 Priority and Cost: A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 27:			
Revise deadlines for nominations.	WO-Cong. Affairs	Upon Director Approval	By end of FY 86
Emphasize to Secretary the importance of timely appointments.	Director	Upon Director Approval	By end of FY 86

Measurements For Success:

Advisory Council meetings can be scheduled as needed with full membership.

Expected Results:

Timely appointments to District Advisory Councils.

FINDING NO. 28 - A Better Understanding Of The Budget And Planning Processes Will Increase The Effective Use Of These Systems.

False expectations are created in the planning process because planned actions are not seen as being tracked through the budgeting system. With the demise of the four-year authorization, planned actions reach the budget process only through input at the field level. However, the budget is not only developed from the bottom up, input comes from the top down and from every other conceivable direction. As a result, field level project funding requests lose their individual identity as they move through the system. Both the budgeting and planning systems are complex, and employees do not fully understand how either operates individually or collectively. This causes frustration and a lack of confidence in both the planning and the budgeting processes.

RECOMMENDATION 28.1 - Develop a process to educate BLM employees on how the budget and planning systems operate.

This should be a part of any new employee orientation program and included in training programs for managers and supervisors. Washington Office Budget and Planning staffs should be used more frequently in joint field training programs. Creative techniques should be developed and made available for local use such as videos, etc.

RECOMMENDATION 28.2 - Washington Office Budget and Planning staffs should review the tie between the two systems and include this information in training packages. They should also continue to find ways where the two systems can compliment each other.

Objective(s) being addressed: 7, 8 Priority and Cost: B-2

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 28.1.2:			
Conduct budget and planning process review.	AD-Mgmt. Services & AD-Support Services	Upon Director Approval	By end of FY 86
Develop training packages for field use.	AD-Mgmt. & AD-Support Services through HRDC	Upon Director Approval	By end of FY 86
Place training packages in Training Catalogue.	WO-Training	Upon Package Completion	30 days later

Measurements For Success:

Budget and planning processes included in orientation and managerial training programs. Use of Budget and Planning personnel are being used for training in the field.

Expected Results:

Employees are better able to effectively work within the Budget and Planning systems to meet the BLM's Mission.

FINDING NO. 29 - Improved Maintenance Of BLM Roads, Signs, Buildings, Recreational Facilities And Other Projects Will Enhance The BLM's Public Image.

Many BLM projects and facilities are in disrepair as a result of limited maintenance funds. Deteriorated structures, roads, signs, and facilities produce a negative image of the BLM to the public.

RECOMMENDATION 29.1 - Continue to support the process that is under development for identifying a critical level of funding for maintenance of BLM facilities. Assign a higher priority to provide funds necessary for adequate maintenance.

The process should complement or be compatible with the current budget study and provide a mechanism for explaining and defending our maintenance needs. The report "Maintenance and Operations Concept as Applied for Montana and the Dakotas" as well as similar efforts in other States includes important aspects of this recommendation.

To bring these up to acceptable standards would be expensive but necessary. Once the adequate base maintenance funding level is determined, priorities and schedules can be established. Extra funds would be necessary for the first few years, to bring all property and facilities up to standard. Following this initial expense, facilities should be maintained on a regular basis at the base maintenance funding level.

RECOMMENDATION 29.2 - Review policy regarding use of 8100 funds for survey and design of range improvement projects. This policy is currently under review by the WO Division of Rangeland Management. This effort should be continued with the goal of upgrade maintenance of range improvements.

Objective(s) being addressed: All Priority and Cost: A-3

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 29.1:			
Continue development of a procedure for identifying budget needs, assigning priorities, and incorporating capability for funding a critical level of maintenance into budget.	WO-Engineering WO-Budget Dept. Office of Policy Analysis	In Progress 11/85	7/31/86
Increase efforts to recruit and support the Volunteer Program in maintaining BLM facilities.	SD's DM's RAM's	Upon Director Approval	Ongoing

Work Steps	Who Does It	Begin	Finish
Recommendation 29.2:			
Continue the policy review on use of 8100 funds for range improvement maintenance.	WO-Div. Range	Ongoing	8/86
Recommend policy revisions to the Director that increase BLM capability to assure maintenance of Range Improvements.	WO-Div. Range	8/86	12/31/86
Implement new policy in the Field.	SD's	Upon Completion of New Policy	One Year Later

Measurements For Success:

1. Funding to cover our critical maintenance needs is clearly identified in AWP. Volunteers are actively participating in facility maintenance.
2. Range improvements are maintained in a usable condition and are in good repair.

Expected Results:

1. Establishment of critical maintenance needs in each State, District and Resource Area Office.
2. Better maintenance of Public Lands facilities, leading to more pride in our Mission and an improved public image.

FINDING NO. 30 - A Better Explanation Of The BLM's Personnel Policies And Activities Will Reduce Employee Concerns.

In the past few years, several major organization changes have occurred in BLM, such as internal reorganizations and the MMS merger. Other programs changes are being proposed or adopted, (BLM - Forest Service Interchange, Gramm-Rudman-Hollings, etc.), which may also affect the BLM organization as it currently exists. These events have directly impacted employees and their sense of job security. Some employees have the perception that management is indifferent to their concerns, needs, and contributions. Management at all levels needs to recognize the impacts of organizational changes on employee morale, their sense of professional worth, and their job security.

Understanding of existing, as well as new policies, is often clouded by the passage of time as well as changeover in personnel. Therefore, program policies and activities in such areas as mobility and tenure, classification studies, employee participation in professional organizations, as well as other actions, which will enhance employee understanding and improve job satisfaction, needs to be communicated to all employees.

RECOMMENDATION 30.1 - Since the mobility and tenure policy continues to be a subject of concern for many employees and managers, explanation of this policy should be incorporated into employee training, orientation sessions and all employee meetings, etc. These communications should include the Careers Program, (Whitlock Report).

RECOMMENDATION 30.2 - When organizational changes are considered, provide employees with thorough explanations of the causes and intended results, and involve them whenever possible in the development of these changes. Provide counselling to employees, particularly to those adversely affected, on coping with changes in the organization.

RECOMMENDATION 30.3 - Managers and staff should strive to make all requests and work assignments through established channels. When circumvention is necessary, immediately inform appropriate supervisors.

RECOMMENDATION 30.4 - Employees should be made aware of the summaries and/or Instruction Memos regarding the various classification studies completed, as well as the purposes of those efforts currently in progress at any given time.

RECOMMENDATION 30.5 - The use of effective and/or more frequent staff meetings should be encouraged, with information disseminated to all affected employees. Appropriate training in conducting effective meetings should be provided as part of managerial development.

RECOMMENDATION 30.6 - Employee participation and membership in professional organizations as outlined in Instruction Memorandum 84-139 needs to be reinforced to all employees.

Objectives Being Addressed: All Priority and Cost: A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 30.1:			
Brief all employees and conduct Career Counseling regarding mobility and tenure policy.	AD's, DM's, SD's, RAM's	Upon Director Approval	Unending
Recomendation 30.2:			
Develop action plans to inform employees in a timely manner of upcoming organizational changes, the bases for them, and the short and long-term effects on employees.	WO-Management Research SD's, DM's	As Needed	Prior to Imple. Organi. Change
Initiate employee counselling on coping with changes.	OD Spec. and Supervisors in all Offices	Prior to Imple. Change	Ongoing During Change Imple.
Conduct follow-up evaluation to determine if change achieved desired results and the level of understanding of employees involved.	WO-Program Evaluation	1 Year After Change Imple.	Within 90 days
Recommendation 30.3:			
Issue Instr. Memo to managers, supervisors and staff.	WO-Management Research	Upon Director Approval	30 days After Approval
Issue follow-up Instr. Memo. annually.	WO-Management Research	Annually	Ongoing

Work Steps	Who Does It	Begin	Finish
Recomendation 30.4:			
Issue Information Bulletins and publish special issues of Inside Track to inform employees about classification studies.	AD-Mgmt.Services and WO-Pub. Affairs.	Upon Director Approval	60 days later
Issue supplemental information.	SO-Personnel	As needed	15 days later
Recommendation 30.5:			
Develop video training package for managers and supervisors on how to conduct effective and efficient meetings.	WO-Training	Upon Director Approval	90 days later
Reach agreement with employees on frequency and quality of staff meetings.	All managers and supervisors	Upon Director Approval	30 days later
Recommendation 30.6:			
Reissue Instr. Memo. 84-139 to encourage BLM employee participation and membership in professional organizations and the level of involvement expected by management.	AD-Mgmt.Servces	Upon Director Approval	30 days later

Measurements For Success:

Success has been achieved when employees understand BLM's mobility and tenure policy; are knowledgeable of organizational changes and are coping with those changes; are using established communication channels; are cognizant of various classification studies and their results; are well informed; and membership and participation in professional organizations increases.

Expected Results:

BLM employees should feel better about the Agency which enhances morale and image.

FINDING NO. 31 - Improved Working Environment Has A Positive Effect On Employee Moral And BLM's Image.

BLM's image suffers as a result of poorly maintained grounds and building exteriors. The old buildings not only have a poor exterior appearence, but do not meet current working space needs and are not conveniently located for ease of public access. These conditions are slowly being up-graded, but due to GSA's apparent insensitivity to the BLM's Mission needs and their reliance on the lowest bid to acquire space, offices do not always best serve employee and public requirements.

The open space concept of the new offices does not allow for employee privacy. Noise and distractions reduce productivity.

RECOMMENDATION 31. 1 - Continue to seek the necessary authority for BLM to acquire and manage building facilities and administrative sites.

RECOMMENDATION 31.2 - Develop and promote a system which allows the use of professional office designers from the private sector that will take into account the necessity for employee speaking privacy and elimination of work disturbances with the use of quality products, e.g. furniture, partitions, carpet, telephones, etc. In addition, reception areas should be separated from the working area by partitions, walls, displays, or whatever to shield the work area from visitors.

RECOMMENDATION 31.3 - Ensure the outside and the inside of BLM facilities are neatly groomed and well maintained. (Also see Finding No. 29).

Objective(s) being addressed: 1, 5 Priority and Cost: A-1

ACTION PLAN

Work Steps	Who Does It	Begin	Finish
Recommendation 31.1:			
Continue pursuance of Authority to BLM.	AD-Support Services	Upon Director Approval	FY 86
(When Authority is Received:)			
Issue BLM Manual Release to provide guidance that includes the following:	WO-Support Services	Upon Receipt of Authority	FY 86

Work Steps	Who Does It	Begin	Finish
Recommendation 31.1 (Cont.)			
1. Public access as a major site selection criteria.			
2. Open space requirement and adjust to meet BLM's needs.			
Recommendation 31.2:			
Develop criteria for quality open space arrangements. Include policy on design of interiors and reception area.	WO-AD Support Services	Upon Director Approval	FY 86
Recommendation 31.3:			
Develop and implement a policy on office appearance.	WO-AD Support Services	Upon Director Approval	FY 86

Measurements For Success:

1. When authorities are obtained from GSA.

2. When new policies are written, manual releases issued, and guidance implemented throughout the BLM.

Expected Results:

1. BLM facilities are visable in the community and public access to the building is enhanced.

2. Employees work environment more private and productive.

3. General office facilities are neat and presentable.

CHAPTER IV - SUMMARY AND CONCLUSIONS

SUMMARY

A total of thirty-one (31) Findings are reported in Chapter III, along with sixty-five (65) Recommendations and their accompanying general Action Plans, for BMT approval and Director signature The National Task Force representatives feel that the Findings in this Report portray a large majority of employee concerns.

Interestingly enough, thirty-four (34) of the Recommendations are in the A-1 priority and implementation cost category. This means that 52 percent of the Recommendations can be initiated immediately with little or no cost associated with them. Twelve (12) of the Recommendations are in the A-2 category. These should be initiated immediately, but will cost approximately $25,000 or less for each Recommendation exercised. Ten (10) Recommendations are in the A-3 category and require substantial expenditures. Nineteen (19) other Recommendations fall in the B-1 and B-2 categories. These should be initiated in the next two years. None of the Recommendations fall in the "C" category, indicating action three and four years in the future.

The general Action Plans developed to implement the Recommendations indicate those offices responsible for initiating and completing work steps. The WO Assistant Directors for Management Services and Support Services, and the Director for External Affairs are responsible for nearly all initial work steps. A large portion of the work is situated in the Divisions of Personnel and Training, Public Affairs, Employee Development and Performance Improvement, Management Research, Administrative Services, Budget, Planning and Environmental Coordination, Directives Management, Program Evaluations, Congressional Affairs, and Engineering. In addition the Human Resource Development Committee, the Director, AD-Lands and Renewable Resources, AD-Energy and Minerals, BMT, State Management, Teams, plus managers and supervisors at all levels, are identified to be responsible for initial or subsequent work steps.

The National Task Force members feel that the Findings in this Report are by no means all inclusive. Some may not have been brought forward to the National Task Force meeting because someone did not volunteer to express him or herself, or the urgency of the issue was not felt to be important by the employee at the time.

It is the collective feeling of the National Task Force that Project Pride is not a one-shot effort. Rather, it is an initial phase of identifying a wide array of items needing National attention to be fixed and incorporated into the everyday management within BLM. Whenever new problems or issues arise, needing Bureau-wide attention for a unified resolution, a recommended solution and action plan should be brought before the BMT for approval. Anyone should be able to make the presentation at the time the problem is identified. If this was consistently done through the course of everyday business in BLM, the need for a special project such as this would be eliminated.

It is firmly believed by the National Task Force representatives and the Steering Committee that the approval and implementation of these Recommendations will help reach the goal of achieving a positive perception of BLM by the public and our employees.

CONCLUSIONS

When you sit back and take a long hard look at all the Findings, they can tell us something about the BLM in general. It is very apparent that as an agency, BLM, hasn't done enough in the past to keep BLM employees feeling good about their work, nor nurtured a sense of loyalty to the organization. Several Findings indicate that BLM employees are experiencing an identity problem. This was very evident when they expressed the need to know the Mission and history of BLM. Employees are also crying out for job satisfaction and performance recognition. Obvious indications are the desire for additional nonmonetary employee recognition, and equitable use of the awards system; the need to have a clear understanding of their roles; and the yearning to expand BLM's managerial training programs to improve the leadership skills in managers and supervisors. Employees want to do a top quality, professional job. They also want to be appreciated as a valuable part of the organization. There is nothing new or different in the basic needs for any BLM employee, but several of those needs are not being satisfied. Consequentely employees feel that these are things we should do to improve BLM as a place to work.

BLM employees are telling us that, if we improve our communications skills and the way we do business internally, they will in turn be able to perform better and that public perception of BLM will improve as well. It is apparent that improvements must be made in the way we interact with each other. Employees want: the consistent application of policies and procedures; a better understanding of the budget and planning process in order to enhance the effective use of the processes; improved working environment; and enhanced internal communciations. All these topics impact daily functions which influence the quality and quantity of their job.

Employees also believe that we have fallen down on some basic courtesies which are important for healthy and trusting psychological work environments. These include: a better explanation and implementation integrity of BLM's personnel policies and directed reassignment actions; creative approaches to training; a better understanding concerning the roles of political appointees in BLM; and a simple internal newsletter containing information about fellow employee promotions, retirements, awards and transfers. Implementation of these Recommendations will go a long way in enhancing employee trust levels within the organization.

In addition to internal concerns and problems that need correction, BLM employees gave numerous suggestions to directly improve our relationship with the public and their perception of the BLM. One strong Recommendation by employees, in most areas, was the use of uniforms. Employees no longer wish to remain anonymous in the public eye. The BLM has an important Mission and deserves to be recognized visually on the Public Lands we manage. Employees also expressed the need to properly identify BLM vehicles by displaying BLM emblems; improve BLM resource protection capabilities by delegating citation authority to more employees; develop a BLM slogan; promote BLM retiree organizations and a Public Lands Foundation; enhance political support for BLM; do more with public outreach programs; produce inexpensive handouts for public advertisement of the agency; and make better maps and brochures for public use. All these things they feel we should have been doing anyway.

Consequently they believe BLM has suffered publicly and financially because of the work done in obscurity. Employees feel that it is time we face the real world and do something to promote and enhance our image, because we are one of the most important agencies in the Federal Government. No other agency can boast the management and stewardship of 283 million surface acres and 683 million subsurface acres of Public Lands. No other agency can say we are the Bureau of Land Management, Public Lands USA - Use, Share, Appreciate. Nearly all BLM employees genuinely care about the Agency, its Mission, the lands and resources, its managers, and want to be part of an effort to make BLM the best agency in the Federal Government. They are expecting Project Pride to make BLM a better place to work, and do not want to be dissapointed.

United States Department of the Interior

1115 (840)

BUREAU OF LAND MANAGEMENT
WASHINGTON, D.C. 20240

November 20, 1985

Instruction Memorandum No. 86-97
Expires 9/30/86

To: Deputy Director's, SD's, DSC, BLM D-BIFC

From: Director

Subject: Project Pride Approval

In response to your enthusiastic agreement on November 19, 1985, to begin Project Pride, I have approved the Guide for this initiative (See enclosure one). I was very pleased to note the high level of commitment and support you are giving to this Project. This effort has the potential to help us move solidly into the future and boost the spirit of our employees.

Also included for your information are suggestions for State Team composition and approaches for issue identification at all levels within BLM (See enclosure two). Another package of information will be sent to the State Teams in mid December. It will include a list of issues and problems gathered through a sample process at the Washington Office. This list is for your use as comparative information in relation to what you find in your State or Office. It will also include a list of reports, papers, and other background information sources which you may find helpful.

A Task Force meeting is planned for the week of January 27, 1986 in Denver, Colorado. Final meeting arrangements are being made and will be forwarded shortly. For the meeting, each Team Representative will need to bring the results of the team's data collection, analysis, solution identification, and action plans. The problems and action plans brought forward will be compared to any Bureauwide trends which have emerged as part of the State analysis.

If you have any questions, please call the Project Pride Coordinator, Jerry Kidd in the Division of Management Research (WO-840) on 343-6825.

James M. Parker
Associate Director

2 Enclosures
Encl. 1 - Guide For Project Pride (7 pp)
Encl. 2 - Project Pride Guidelines For Team Composition and Analysis Techniques (4 pp)

GUIDE

FOR

PROJECT PRIDE

November 20, 1985

Encl. 1

GUIDE
FOR
PROJECT PRIDE

INTRODUCTION:

The Bureau Management Team (BMT) discussed several issues related to the public perception of the Bureau at the BMT meeting held during July 1985 in Salt Lake City. As a follow-up to that meeting, the Associate Director asked to have a guide prepared for implementation of a Bureau of Land Management initiative to seek ways of further enhancing the confidence in ourselves and others in our ability to carry out a multiple-use mission. The initiative, titled "Project Pride" ties directly to the new program thrusts identified in the July 1985 publication of Management Issues of the Future" Task Force report. In addition, Interior Secretary Hodel recently launched his Public Lands Education Campaign. The Secretary's initiative is designed to raise the level of understanding among Americans about their public lands and about the role of each citizen regarding the management of their lands. As an adjunct to this initiative, Project Pride deals with the views which both we and the public hold about our professional competence in the complex job we do as multiple-use managers of public land resources.

GOAL

The goal is to achieve a positive perception of BLM by the public and our employees.

OBJECTIVES:

Eight objectives are identified for accomplishment to help reach the goal:

- Improve perception of BLM employees about themselves;
- Improve Bureau support for adherence to professional standards and principles;
- Develop an internal and external awareness and appreciation of public land and its varied and valuable resources;
- Identify and develop an internal and external understanding of BLM and its mission;
- Continue to improve BLM service to the public;
- Encourage a public land ethic;
- demonstrate to the public our professional public land management capabilities; and
- Gain recognition of our agency's ability to accomplish land management objectives with the best interest of the American public in mind.

STAFFING:

Two groups of people will be involved. The first group is the Steering Committee which has been selected by the Associate Director. This group consists of three members from the BMT and two WO representatives.

Dean Bibles	- Arizona State Director
Bill Luscher	- New Mexico State Director
Delmar Vail	- Idaho State Director
Elizabeth Morris	- Chief, Public Affairs Office
John Moeller	- Chief, Division of Management Research

The second group will be the Task Force comprised of a representative appointed from each State, BIFC, DSC and the WO. The Project Coordinator is Jerry Kidd, Division of Management Research (WO-840).

APPROACH:

The approach should:

- o Generate input from the ground level up;
- o Secure support at all levels within the organization and;
- o Ensure an understanding and commitment from the executive level to institutionalize Bureau organizational values and ways of perceiving ourselves.

Each State; the SC, BIFC and WO will establish a means within their organization to identify ways of meeting the objectives of Project Pride. A representative from each team will then be a member of the Task Force and produce the initial Bureauwide action plans to accomplish our objective. The action plans will be discussed with the BMT prior to implementation. State and other teams may also develop implementation/action plans within their organization to supplement Bureauwide actions.

ROLES AND RESPONSIBILITIES:

Task Force:

The Task Force will build upon input from all of the individual teams in preparing action plans. The role of the Task Force will be to prepare short- and long-range action plans for approval by the BMT. These plans will include tracking, monitoring, follow-up schedules and success indicators. The Task Force will be responsible for assessing our current situation, building upon the good things we are doing, and defining the cause of the problems where we need improvement. This may require a review of past studies, papers, books and other written material. It will also include the involvement of interested people both inside and outside the BLM. The Task Force will build upon input from all of the individual teams in preparing action plans. As part of the items to be considered the Task Force will discuss the following:

- Development of a mission statement for the BLM incorporating land and resource values we manage.
- Should we have a BLM theme (e.g.: Land of Many Uses etc.)?
- What are the positive things your office is doing now to work toward our objective?
- What opportunities are we missing to enhance our perception?
- What things need improving and where are the gaps?
- What fresh ideas do you have to meet our objective?
- What is needed at other levels in the organization to support your efforts?
- What communication tools are used in your office? Do they work well?
- How does information flow from higher levels in the organization to your office?
- What things does your office do to promote communications?
- What kinds of ongoing cooperative relations are occuring with other organizations to enhance perceptions of BLM?

Steering Committee:

The role of the Steering Committee will be to:

- Discuss Project Pride objectives and approach with the BMT;
- Provide guidance, advice and ideas to the Task Force;
- Keep the BMT involved with Project Pride; and
- Generate and maintain support and enthusiasm for the project and subsequent actions.

Project Coordinator:

The role of the Project Coordinator will be to:

- Provide project leadership;
- Ensure project coordination; and
- Keep progress tracking on scheduled deadlines.

SCHEDULE:

Project Pride will be divided into three phases. The first phase will be completed by November 21, 1985, the second phase by mid March 1986, and the third phase begins mid May 1986 and follows Action Plan monitoring schedules. The description of those phases follows below. A Project Pride Time Line is provided as Attachment I.

Phase I:

- Prepare Guide (this document.)
- Select Steering Committee members to be approved by the Associate Director. (Done)
- Inform and involve WO Public Affairs Office in Project Pride. (Done)
- Gather and review appropriate background documents. (Done.)
- Convene Steering Committee, review draft of Guide. (Done.)
- Revise Guide and prepare for Director's review. (Done.)
- Brief State PAO's and collect suggestions. (Done.)
- Secure the approval of Guide through BMT meeting in November. (Done.)
- Notify States, BIFC, DSC and WO.
- Send Guide and summary of background documents to each State, BIFC, DSC and WO.

Phase II:

- Task Force meets.
- Action plans prepared.
- Action plans approved by Steering Committee and recommended for BMT approval.
- Action plans approved for implementation by BMT.

Phase III:

- Action plan responsibilities placed in appropriate PIFR's, MBO tracking system, and other ongoing management processes.
- Action plans implemented.

- Action plans monitored according to Action Plan schedules and adjustments recommended as needed and approved by BMT.

- BMT and Project Coordinator inform BLM employees of Project Pride Action Plans through the Public Affairs offices and personal appearances.

APPROVED:

Director

Date

Encl. 1-6

PROJECT PRIDE TIME LINE
(1985 - 1986)

Oct. 17, 1985

Advisory Group meets to review and approve guide for Project Pride

Oct. 22

Steering Committee (SC) sent revised guide.

Oct. 25

SC approved guide

Oct. 28 - Nov. 1

Director briefed on final guide for preliminary approval.

Nov. 4-8

Steering Committee contacts all States, BIFC, DSC and WO to instigate teams. Send preliminary guide.

Nov. 13 - 15

National Public Affairs Conf. Inform PAO's of Project Pride and collect suggestions

Nov. 18 - 20

BMT briefing by SC and Project Coordinator. Revisions made if needed.

Nov. 20

Guide for Project Pride officially signed by Director

Nov. 21

Notify BMT and send finsl Guide to each office

Jan. 27 - 31, 1986

Task Force meets to develop Buresuwide Action Plans etc.

Early Mar. 1986

Report and recommended Action Plans complete

Mid March or next BMT meeting

Action plans approved by BMT

Early April

Action plans placed in PIPR'S and MBO tracking system.

Late April - Sept. 30

BMT and Project Coordinator inform Bureau employees of of Project Pride Action Plans through the help of Public Affairs offices and personal appearances.

Beginning mid 1986

Progress monitoring and success evaluating begins according to Action Plans Schedules. (WO-840 responsible.)

*

* Additional Task Force Meeting scheduled or needed to assess information and develop action plans needed to continue meeting our goal.

Encl. 1-7

APPENDIX II

ALASKA:

Employees throughout Alaska were very supportive of Project Pride efforts. The State Office, (AFS) and District Offices gathered and analyzed data in different formats and approaches:

1. Alaska State Office formed a small group representing a slice through the organization. Each representative polled his/her peers and organized the data. The total group synthesized all the data and presented six general issues.

2. Anchorage District Office formed a task force of seven individuals with BLM service, in Alaska, ranging from two to 10 years. The task force members based their submission on an informal survey of District personnel. The data identified four major areas of concern.

3. Fairbanks District Office and AFS used a team formed in the District (commonly referred to as the FACT TEAM) to deal with various problems and issues. The total work force was polled, resulting in five major areas of concern.

All data was analyzed and forged into a State-wide package which was carried to the Denver Task Force meeting January 27-31, 1986.

ARIZONA:

The process started with a meeting of the State's Public Affairs folks who brainstormed the subject to stimulate thinking. This information along with that provided by the WO was distributed to the SO divisions and the DOs.

Each office developed their own process for gathering information. Once the information was gathered, two representatives from each District and four from the State Office were selected by the State Management Team to form a State Team. This team met on January 6, 7, and 8, to identify issues by the various offices and discussed to determine validity and if they met the criteria for Project Pride.

The State's representative on the National Task Force was selected by the State Director.

CALIFORNIA:

In California, we decided to make the Project Pride effort an institutional process to better ensure long-term commitment. Consequently, each office (State Office Division, District, and Resource Area) was instructed to conduct a brainstorming/discussion session to isolate the issues/problems employees perceived and to identify possible solutions locally to those problems/issues. Any issues that could not be addressed locally were to be clearly identified and passed along for California State Office attention or Washington Office consideration.

All offices held at least one information gathering session, often, at all employee meetings or as part of regular staff meetings. Each office submitted a draft plan to the State Office for the State Director's review. All the plans were analyzed and items that had a broad or useable application State-wide or Bureau-wide were pulled together into a State plan for use at the Project Pride Task Force meeting in Denver.

Design of the process in California will enable us to begin implementing our local plans as soon as they are finalized. It is our intention to go back to all offices and update them on what happened in Denver and the status of the Bureau-wide plans. They will then be instructed to refine and finalize their plans for submission to the State Director in final form.

It is clearly our intent to make local managers accountable for commitments, but to give them the flexibility to institute the changes as time, staff, and money allow.

COLORADO:

A small task force comprised of two District Managers, one Area Manager, and the Public Affairs Officers was nominated in November and instructed to develop the basic approach for Colorado's correction of the image problem. Their work was presented to the Colorado Management Team in December. Out of the many ideas that came forward, a single central issue came to light. BLM employees in general do not have a strong positive self-image. Both the original committee and the Colorado Management Team agreed that employees must feel good about themselves and the BLM before substantial changes can or should be attempted in the public image area.

Each District and State Office division went to their employees using a variety of methods, each suited to local needs and desires, to solicit from employees 1) problems or issues and 2) possible solutions. These methods included brainstorming sessions, interviews, questionnaires, and idea or issue papers developed by concerned individuals. This information was passed up the supervisory line and consolidated into meaningful packages. The Colorado Committee composed of representatives from Districts, Resource Areas, and State Offices met in Denver on January 22 and 23, 1986, to pull together the Colorado submission. We have issued an information memorandum to all employees asking for ideas on graphic presentation, applications, and etc. of the theme and logo. It is our intent to reconvene following the National Workgroup meeting, fine-tune the Colorado specific effort, and draw up an action plan for the State Director's approval.

EASTERN STATES:

The ESO Management Team selected one representative from each State Office Division, Director's staff, and from each of its two District Offices, to be its Project Pride Task Force. The seven members met in early January and decided to conduct a survey of all ESO employees. A survey form was developed that included 24 issues that the group felt reflected the objectives of Project Pride and were of priority to the employees. Each Task Force member was responsible for conducting the survey and tallying results from his/her office or division. Employees were requested to select and rank in priority order their top ten issues or ideas, adding any not on the survey. The Task Force then met to compile the top ESO-wide issues. Twelve issues emerged and there was consistency in selecting those issues across the ESO organization, although their relative priority within the top 12 varied among the offices.

The Task Force then closely examined the 12 issues and they appeared to converge into three subject areas. From these, three issue statements and proposed action steps incorporating all of the top 12 original issues were developed. ESO's Management Team was briefed on the results. It was agreed to await the National Task Force meeting to incorporate good ideas from other States into the final ESO action plans. After ESO's representative returns from the national meeting, the Task Force will meet to finalize ESO's action plans, brief the Management Team to get their commitment, and then begin implementation.

Throughout this process, the Task Force members felt strongly about the importance of employee updates and strong management commitment as the keys to Project Pride's success.

IDAHO:

Project Pride's organization began in December of 1985, with the appointment of District representatives. Some of the Districts postponed meetings until January, 1986. With the exception of one district, the representatives were appointed or chosen from the rank and file based upon interest. These representatives conducted interviews either individually or in groups to ascertain the areas of concern or problems confronting the employees. In every case, the employee was given the opportunity to express his/her concerns or feelings about the BLM. In most cases, the forum for employee expression has remained open, either through conversations or in writing. In only one case was a questionnaire used by the District Management Team to determine problem areas. This resulted in mixed success.

Once the problem areas were identified, each of the representatives sorted the problem areas into local, state, and national issues depending on the level of authorization required to carry out the action item. Each of the Districts then prepared an action plan. Those issues which required State or national action were carried to the respective meetings.

At the State meeting, the items requiring State authority were discussed, and in some cases, items which were expressed as concerns and could be accomplished with existing authority were carried to the State Management Team with recommended action. In several cases, the recommended actions were taken before the national meeting began.

In the Districts, some actions have already been taken or at least initiated. In most cases the District actions were begun once the interviews or meetings were completed.

The interviews or group meetings were characterized in each case as having mixed response. Some felt that this was a rehash of previous efforts while some regarded them as a real interest by management in improving their jobs and a chance to change the BLM for the better. Almost all met the Project with some guarded anticipation, reserving final opinion on the outcome of these meetings. In short, if some results occur, then more optimism will undoubtedly result.

MONTANA, NORTH AND SOUTH DAKOTA:

Project Pride got off to a good start with the support of State Director, Dean Stepanek. He appointed Bob Lund, the State Office Recreation/Wilderness Specialist, to be the Project Pride Coordinator for the three-state area. Bob asked six volunteers; a cross-section of employees from the State Office, to work with him. These were:

Bonnie Hogan - EEO Officer

Joy Ayers - Branch of Fluid Minerals

Rick Dickman - Branch of Records

Roy Johnson - Division of Operations

Gary Raom - State Employee Development Specialist

The Montana State Office (MSO) team met and discussed concepts to use to allow every employee a chance to participate in issue and recommendation scoping. Phone contact with some of the District Managers were made to discuss possible employee involvement concepts.

At the suggestion of the District Managers, the MSO team felt the best concept to use would be one allowing each manager to structure their own method of employee involvement.

The MSO team felt a questionnaire, to develop issues or problems, was not appropriate. This was due to the number of previous structured employee contact efforts that had been used over the past two years. Gary Roam had been to a good cross-section of offices over the past six months with an employee/organization development program. Through that program, over 100 positive and negative issues had been identified. Therefore, the MSO team decided to use these issues as a basis for requesting recommendations and actions from employees.

The result from this employee contact approach was excellent. Over 63 separate issues were identified that were of importance to employees. These issues fell into 14 major groupings. All issues were put on one outline format for consistency by the MSO team. The outline showed issues, recommendations, action proposals and implementation levels. Findings and all issues were presented to, and discussed with the State Director, Associate State Director, and State Office Deputies.

The Deputies separated all issues into two groups: (1) those that are within the authority of the State Director to take action on, if found appropriate to do so; and (2) those which action authority was beyond the State Director. Group two would be Montana's input into the Bureau-wide session in Denver. Group one would form the basis for the State Director's Project Pride Action Plan to be developed in February by the MSO team.

NEVADA:

Each District Office and the State Office held at least one input session in December. These varied from "Nominal Group Method," which most Districts used, to the hiring of a consultant to determine concerns.

In January, representatives from the DOs and NSO met in Reno to pull together their ideas. A three-tier approach will follow: National concerns are forwarded to the National Task Force. State-wide concerns will be addressed by the NV Task Group in February, and local concerns are being addressed at the DO level by the local committees. The issues were forwarded to the National Task Force Meeting in Denver and were as follows:

1. What is our BLM Mission Statement?

2. Recreation is NEPA driven and un-funded - Let's get in it with needs commitment as one area where we can shine. Embrace the program, don't pass it along to others. Law Enforcement authority is needed in some districts.

Mobility and Tenure is a complex problem which needs thorough discussion. Users complain of training and losing people: closing costs and home selling; problems of working couples. This shouldn't be an SD only discussion. How about WO experience when WO declining and SO emphasized? Limit to WO job numbers. No career plans and ladder. Area folks feel lack of motion above them so they feel stuck. We need some incentive for lateral moves.

Uniforms are needed, but there is no direction and current statement on use. People feel they aren't encouraged to wear them. A lot of support where appropriate to be in uniform. One DO is totally opposed, while another feels a need at public events.

Signs should be emphasized. Help DOs get signs up and maintained. Get back to where we can afford it and get them out and used. Entering - leaving and directional-location signs; interpretive signs are all needed.

Mascot, Logo, and/or Slogan are too important a multiple-use tool to ignore.

"Cauldron" concept retains strong interest. What modern version can we have? Reinstated? Videotape? We need to put Phoenix multiple-use training in front of all employees. Perhaps an hour a week of video and visit. We also need the visits from the top with open employee feedback.

Task orientation has become more important than being people managers. Staff meetings need to be more open at all levels. There is a feeling of closed-door mistrust, not up and down communication. We need team building. Identify managerial potential and get on with a development program. Give it the approach of the military - development of leadership, and use Continuing Education and apprenticeship. We encourage wigit production compared to people management; our line managers get into staff matters.

NEVADA (Continued):

Public Service needs to begin anew with training in meeting the public.

Task orientation causes MBO to run over everyone. BLM should let us know what it expects from employees and also what it will do for us. Professionalism should be encouraged as compared to inflexible time. Also raised, is the issue of personal speaking rights (conflict of interest). "What am I giving up, working for BLM?" There is a misdirected grade-consciousness which says grade is only in management, why can't GS 12's supervise GS 13/14 professionals.

PIPR system needs revamped. It was a plan of MBO, but now we have MBO also leading to PIPRs being job description. It is now from top down, not a contract.

Employees also need more, less - formal recognition, such as Employee of the Month, and letters of commendation. It ties back to people managing instead of task orientation. It needs to be a BLM commitment.

Career Development needs emphasis. Establish a Research Branch; support Continuing Education and sabbatical policy. There is a poor understanding of the career ladder and career development. Allied with this, is the Political leadership issue. Also, frustrations over centralization/decentralize; delegations of authority make the field feel good. With centralization, the need for feedback is intensified. We need openness about the how and why of decisions, especially to the public. This is tougher with the lack of consistent policy, such as the grazing policy, water policy. The dynamics of the Agency are great, but there is a lack of direction.

There is continuing frustration over Professional Societies. Even if more use of Administrative Leave is authorized to attend. What is our role vis-a-vis the community. We need some direction from WO on levels of involvement; not a formal guidance, but a discussion for managers. There is a strong feeling the "town gown" concept is needed for Agency view. We are part of the community and need to be involved.

Training takes a back seat - how can we keep up in our profession? What builds us into MV and/or people managers? Timing of catalog ahead of AWP creates a problem. Also, timing of classes affects attendance and quality of teachers.

The BLM's public image needs serious attention. We should get positive and concentrate on the good things. Educate the public on multiple-use. Emphasize printed materials - Rec. maps should be funded steadily. We can put brochure boards outside offices and use existing infrastructures, fairs, etc. We could develop an outside "sales program" of ourselves and train teachers for in-service credit and gain friends in the process.

Publications can involve restoring BLM Personnel Highlights and our Public Lands. Give States broad newsletter approval. Weekly update emphasis on individual updates and interests. Use publications for some discussion back to troops on why decisions were made. Expand programs of volunteers. Train them all and expand their knowledge. BLM has much to learn in the volunteer business, while some agencies use them extensively.

Form Retirees Association as a pool of friends. Give them some mailing lists and rooms, Alumni Association.

Disciplinary actions need to be timely and consistent.

Is Project Pride sincere? What assurance can we have that there will be a long term commitment to the Project; or will the next shift in leadership bring a new beginning, or an abrupt end, to all this?

Attend to capital improvements. Some facilities need upgrading and renovation. Others need maintenance. Employees object to open space. Also, the campground program needs strong support.

NEW MEXICO:

New Mexico and Oklahoma disseminated information concerning Project Pride through the use of all employees bulletins, video magazines, and staff meetings. Employee feedback was generated and collected mainly through discussion sessions at staff meetings, all employee meetings, and small group sessions. In addition, one District Office distributed a questionnaire. In another District, small group sessions were held in conjunction with a General Management Evaluation. All units participated and provided input.

All of the data collected in these sessions was recorded and forwarded to our local committee. This committee analyzed the input, combined duplicates, and grouped the information into nine categories. These concerns were then shared with the National Task Force. The local committee will continue to work with these concerns in developing a State-wide action plan.

OREGON/WASHINGTON:

Oregon/Washington issued an instruction memorandum transmitting Project Pride material provided by the WO to the field. Each District/division was asked to categorize the action plans by whether they could be implemented at the local level or required action at the State or national level. Employees were also asked to consider and respond to the uniform issue. A State-wide task force will meet to review District and division proposals for State-level actions which would further the goals of Project Pride. Before Project Pride was articulated, the OR/WA Executive Committee identified improvement of BLM's image in OR/WA as a goal. Plans towards that goal are also being developed.

UTAH:

A committee of employees was appointed in each Resource Area to meet one-on-one with employees and gather suggestions for Project Pride. One member of each Resource Area committee joined a representative from each District division to consolidate suggestions into a single district list. One member of each District committee and a representative from each State Office division discussed their respective lists in a combination meeting/conference call. At that time duplicate items were consolidated, and recommendations were grouped into 12 basic areas. The list of 12 areas of concern, with a number of employees recommendations under each, was then prepared for presentation to the National Project Pride Task Force

WYOMING:

Wyoming developed its Project Pride information in several ways. Memoranda were sent to all of the District Managers asking them to poll their employees for ideas that would increase employee morale or would make BLM more visible in the community. Each District forewarded their employees responses to the State Office Public Affairs staff. At the same time, Deputy State Directors in the S.O. were collecting ideas from their employees. A telephone survey of District Managers also was conducted to determine their concerns and ideas. All of these suggestions were then compiled and prioritized by OPA into two categories; morale and public image, and were presented at the National Project Pride Task Force meeting. Additionally, Wyoming has formed a State Steering Committee to look at the Project Pride national findings and the local ideas to see which ones can be either developed or adapted for use here.

DENVER SERVICE CENTER:

Neil Morck, Service Center Director requested his three ASCDs to request nominations of persons below branch level to serve as representatives. Our team is comprised of:

Gloria Everette	-	Computer Operations
Don Nord	-	Personal Property
Sheri Bell	-	Management Analyst
Dave Shaffer	-	Computer Applications
Paul Meyers	-	Sociologist
May Gaylord	-	Chairperson, Technology Transfer

The team met to brainstorm issues, concerns, and possible solutions. The findings were categorized into Bureau-wide issues, Service Center issues, and solutions. Each Team Member took these findings to 10 or 15 other persons in their work area to test the validity of the Team's perceptions. Interviews confirmed we had captured the feelings of the majority, and additional information learned from interviews further helped us develop solutions for the SC Director to pursue as his initiatives.

The findings were discussed with the Management Team, and a briefing was presented to a meeting that included Branch Chiefs. Most employees touched by this interview and/or briefing, desired to be kept informed of subsequent decisions and cautioned about false expectations in the work force.

The Team redrafted the recommended solutions, and prioritized them into three areas of influence: 1) those requiring Bureau-wide attention such as PIPRs; 2) those needing SC Director's concurrence and authorization because the "doing" requires funds commitment; and, 3) SC Director's emphasis on things to do at no cost.

The SC Project Pride Team wrote briefs on some of the solutions that were Bureau-wide in scope. Topics included:

- A better decision-making process for BLM's developmental initiatives
- Employee training/orientation
- Integration of AWP/MBO/LCM/RDPP
- Public Affairs program
- SC Newsletter
- Cooperative relations with universities
- Streamlining communications
- Working environment
- Improving the PIPR system
- Flexitime

These briefs were given to the National Project Pride Task Force the week of January 27, 1986, and were subsequently woven into the overall findings and recommendations.

BIFC:

A BIFC Project Pride Task Force was formed, consisting of the BIFC Public Affairs Officer and four representatives; one for each BLM Division on-site. The Division representatives conducted individual brainstorming sessions (Option #2 in the Project Pride Guidelines) with the personnel of their Divisions. The data gathered in this manner was then grouped and consolidated into the final report to the National Task Force by the BIFC Task Force.

Using data generated by employees of this office and other offices of the BLM, the Public Affairs Officer interviewed selected members of the local and regional media concerning issues pertaining to the BLM's public image as a firefighting agency, and included their input in one set of recommendations contained in the final BIFC report.

WASHINGTON OFFICE:

Since the Washington Office is uniquely complex, the approach to collecting information for Project Pride was a varied one. The Washington Office team was comprised of eight individuals.

Each team member chose the approach felt to be most feasible for the particular group of employees involved and for the time available. Each was asked to make certain every employee had the opportunity to provide comments even though some might choose not to take advantage of the opportunity.

As a result, approaches ranged from gathering input through an open discussion meeting to sending conversations—or a combination of these and others. Responses to each team member ranged from about 70% of available employees down to about 10-15%. The team then met together and crystalized categories. The categories were: management style; decision making process; and public outreach. In addition, the team provided to the National Task Force in Denver the individual comments for consideration.

APPENDIX IV

ISSUE AND PROBLEM CATEGORIES

Original 37 Categories

Managers Capabilities
Work Processing
Organizational Values
Funding Priorities
FLPMA Implementation
Planning
Extension
Politics
Management
Internal Strife
Can DO Attitude
Staffing
Enforcement
Accountability
Management Style
Decision Making Process
Management
Recognition & Awards
Morale
Orientation
Classification
Personnel Issues
Physical and Psychological Climate
Career Management and Advancement
Human Relations
Communications
Public Affairs
Public Relations
Internal Communications
Lobbying
Public Outreach
Classification
Uniforms
Professionalism
Training
The Work Place
Image

Refined and Consolidated into Three Categories

1. Communication and Image
2. Management and Politics
3. Personnel and Work Environment

APPENDIX V

PROJECT PRIDE TASK FORCE TEAMS

TEAM TOPIC	MEMBERS
Communications and Image	Bob Stewart (Spokesperson) Bob Lund Sally Wisely Arnold Hartigan George Gurr Dick Huff (Facilitator)
Management and Politics	Bill Lamb (Spokesperson) Mary Gaylord John Lytle Kent Larsen Jan Bedrosian Pat Korp Gordon Jennings (Facilitator)
Personnel and Work Environment	Jerry Meredith (Spokesperson) Ed Ciliberti Joan Comanor Donnie Sparks Pat Archer Jay Guerin Larry Dove Jim Abbot (Facilitator)

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